

**PROCUREMENT MANAGEMENT REVIEW (PMR)
Contract Management Survey/Questionnaire
(Questions for Chief, Contracting Office)**

1. Scope of the Contracting Function

a. How important does management consider the contracting activity in the command's mission?

b. What role does the contracting office play in the overall strategic goals of the organization?

And, how is this accomplished? (Acquisition planning for major projects, identification of items/services for consolidated buys, etc.)

c. Is contracting properly aligned in the organization to ensure the separation of functions?

d. Does contracting participate in the formulation of policies on forecasting needs and inventory levels?

e. To what extent does contracting participate in product standardization in programs within MWR?

f. Are Purchase Review Board Meetings conducted? _____ If so, how often? _____

2. Evaluation of Contracting Managerial Personnel

a. Are contracting directors or chiefs adequately qualified? _____ If not, explain. _____

b. Do they understand the mission and business entities of the command/organization?

c. Is there a mentoring program in place? _____ If so, what process does management use to oversee the program? _____

Contract Management Survey/Questionnaire (*Continued*)

d. Do they have adequate knowledge of relevant products/services and markets with which they deal? _____ If not, explain. _____

3. Organization

a. Does contracting have a current organizational chart? _____

b. Are all NAF contracting activities centralized in the contracting office? _____
If not, where are they organizationally aligned? _____

c. Have clear lines of responsibility and authority been established?

d. Is sufficient authority delegated along with responsibility?

e. Is adequate organizational planning being done to meet future needs?

4. Personnel

a. Has the department developed adequate position guides and employee qualifications for its jobs? _____

b. How do employee qualifications reflect job requirements?

c. What job training is given to personnel?

d. What professional development training is given to personnel?

e. What planning and preparation are done for the advancement and replacement of personnel? _____

f. Are compensation levels adequate to retain competent personnel? _____ If not, explain. _____

Contract Management Survey/Questionnaire (*Continued*)

5. Policies

a. Is the contracting staff following policies and procedures in AR 215-4, *NAF Contracting*?

b. What policies and procedures have been adopted regarding market research?

c. Do Purchasing Agents/Contract Specialists utilize existing purchasing programs, e.g., GSA schedules, AFNAFPO consolidated buys, Army prime vendor contracts?

d. Do Purchasing Agents/Contract Specialists utilize mandatory sources of supplies?

e. Is adequate planning done to permit effective contracting?

f. Do satisfactory policies exist for noncompetitive buying?

g. Do satisfactory policies exist for vendor identification, vendor evaluation and selection, and updated solicitation mailing list files?

h. Have policies been developed concerning terms of purchase, routing of shipments, types of inspection (including coordination with suppliers), and local purchases?

6. Procedures

a. Are all procedures uniform and have automated procedures been put in effect to the extent reasonably possible?

b. Are locally generated forms well designed, simple and effective? (Obtain a Copy) _____

Contract Management Survey/Questionnaire (*Continued*)

d. Are procedures in operation effectively coordinated with receiving activities, inventory control, receiving and storage, and transportation?

e. Are adequate procedures used to handle emergency orders _____ repetitive buys _____?

f. Are adequate procedures in place for controlling the receiving of goods and services and for handling loss and damage claims?

g. Do adequate procedures exist for receiving, storing, and distributing goods to requesting activities?

h. What methods and systems are in place to interface with warehouse and other activities for repetitive buys to serve customers more efficiently?

7. Records and Reports

a. Are adequate records maintained to facilitate effective:

BPA records _____	Ordering officer records _____
Purchase card logs _____	Purchase check logs _____

b. Do operating records contain necessary data for internal control purposes?
_____ If not, explain. _____

c. What reports are submitted to purchasing management to facilitate managerial control in the area of vendor performance and purchasing responsiveness?

d. How frequently are such reports submitted? _____

e. What reports are submitted to the General Manager/Commander?

8. Contractor Officer Representative (COR)

a. Are responsibilities were tailored to match specific contract requirements? _____

b. Do appointment letters designate individuals by name and title of position?

c. Does the file contain COR acknowledgement of appointment? _____

d. Does the contracting officer properly disseminate original appointment and
copies? _____

e. Are CORs acting within the boundaries of their authorized limits? _____

f. Does the file contain evidence the COR turned over all records upon contract
completion? _____

***** **SAMPLE** *****

Exhibit E—Sample Interview Questions

PROCUREMENT MANAGEMENT REVIEW (PMR)
Contracting Personnel Questionnaire
(Questions for Purchasing Agents, Procurement Analysts, and Contracting Officers and Specialists)

1. Is a well-developed Standard Operating Procedure (SOP) in use? _____ If not, explain. _____
2. Do requesting activities provide contracting with properly filled-out purchase requests (DA Form 4065-R) with clear purchase description, authenticated signatures, reasonable delivery date, certification of funds, etc.? _____
3. Do you have the opportunity to visit the activities you support to gain a better understanding of their operations? _____
4. Are you able to offer suggestions to the requesting activities on better ways to purchase items, new vendors and/or catalogs which provide the supplies and services they use most often, proper procedures for completing the purchase request, and lead times for making timely purchases for their activities? Explain. _____
5. Do you assist the requesting activities in planning their requirements? _____ If so, explain. _____
6. Do you keep the requesting activities informed regarding delays, estimated delivery dates, etc., for supplies/services they have requested? _____
7. Do you occasionally take a supplier's representative to the requesting activities to discuss cost-saving proposals? _____
8. Explain how you work with suppliers to develop new methods and ideas that will help requesting activities cut costs and improve operations? _____
9. Do you change the specifications or requirements from requesting activities? If so, why? _____
10. Do you review and discuss specifications or requirements on requesting activities' purchase requests? Do you provide appropriate feedback, when necessary? _____

Contracting Personnel Questionnaire (*Continued*)

11. What type of training do you think would benefit you in your job?

12. Do you have any ideas for working more efficiently and effectively?

13. What are the challenges you are encountering?

14. Describe your working relationship with activity personnel?

15. Is the Chief of Contracting mentoring and performing oversight?

16. Additional comments and suggestions.

PROCUREMENT MANAGEMENT REVIEW (PMR)
Requesting Activity Questionnaire
(Questions for Requesters, Project Officers, Program Managers)

1. Does the Contracting Office provide you with a list of published estimated Procurement Action Lead Time (PALT) required to process a purchase for the items/services you use? _____
2. Are procurement actions taken within the PALT? _____ If not, how long do they take? _____
3. Are you aware of the benchmark for processing procurement actions by your Contracting Office?

4. Do you believe the Purchasing Agents/Contract Specialists who handle your requirements know enough about the items or services to make wise contracting decisions? _____ If not, explain. _____
5. Is the quality of supplies or services that the Contracting Office obtains for your activity suitable to your needs? _____ If not, explain. _____
6. Does the Purchasing Agent/Contract Specialist who handles your requirements visit your activity? _____ If so, how often? _____
7. Are the Purchasing Agents/Contract Specialists familiar with and understand the operations of your activity? _____
8. Do the Purchasing Agents/Contract Specialists assist you in planning your requirements? Explain. _____
9. Do the Purchasing Agents/Contract Specialists keep you informed regarding delays, estimated delivery dates, etc., for suppliers or services requisitioned?

10. Do the Purchasing Agents/Contract Specialists occasionally bring or direct a supplier's representative to your activity to discuss procurements?

11. Are you always treated in a courteous, businesslike manner by contracting personnel? _____ If not, explain. _____
12. Do you believe that contracting personnel are taking advantage of cost-saving ideas and seeking recommendations from suppliers? _____

Requesting Activity Questionnaire (*Continued*)

13. Do you feel that contracting personnel continually urge suppliers to develop new methods and ideas that will help you cut your costs and improve your operations?

14. Do supplies requisitioned usually arrive when scheduled? _____ If not, does the Purchasing Agent/Contract Specialist notify you that delivery will be late?

15. How often do the Purchasing Agents/Contract Specialists arbitrarily change the quality specifications on your requests without consulting you?

16. How long does it take, on the average, for warehousing (if used) to fill your requisition for items that are carried in inventory? _____

17. Are you satisfied with the Purchase Card Program? Purchase Check Program? Explain. _____

18. Do you perceive that the contracting office management encourages the use of the Purchase Card? Purchase Check? Explain. _____

19. Are activities using the purchase card to the maximum extent possible?

20. Are you using an automated purchasing program to prepare your requests? _____ Why or why not? _____

21. Any suggestions for improvements to the purchasing and contracting process?

**PROCUREMENT MANAGEMENT REVIEW (PMR)
Accounting/Financial Management Questionnaire
(Questions for Accountants and Financial Managers)**

1. Do the requesting activities furnish you with the receiving reports and delivery documents within two workdays in order for you to take advantage of discounts or to make payments IAW the Prompt Payment Act?

2. Does the Contracting Office furnish copies of all purchase documents in order for you to take advantage of prompt payment discounts?

3. Are you furnishing evidence of payment to the Contracting Office, so contract files can be closed out?

4. Are copies of original signed BPA call records and vendor's delivery records forwarded to you at the end of each month or billing cycle, whichever is applicable?

5. Do you notify the Contracting Office when there are discrepancies between the purchase document and vendor's invoice?

6. On average, how many work days does it take you to receive modifications or changes to purchase documents? _____

7. When discrepancies in shipments (i.e., double shipments, unit pricing and/or quantity) are noted on billing documents, do you notify the Contracting Office?

8. Under concessionaire type contracts, are vendor's payments to the NAFI received in accordance with the terms of the contract? _____ If not, explain. _____

9. How well do you interact with contracting personnel? Is the contracting staff courteous and businesslike when working with you?

10. Additional comments and suggestions.

Accounting/Financial Management Questionnaire (*Continued*)

11. Is sufficient funding available for orders and contracts placed? _____ If not, explain. _____

12. Under concessionaire type contracts, are vendor's payments to the NAFI received in accordance with the terms of the contract? _____ If not, explain. _____

13. How well do you interact with contracting personnel? Is the contracting staff courteous and businesslike when working with you?

14. Additional comments and suggestions.
